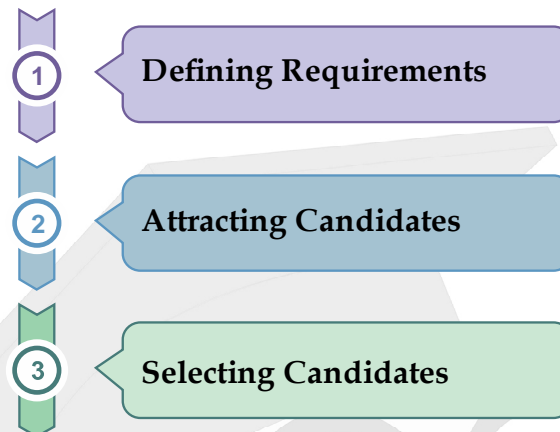


3. Recruitment and Selection

Human Resources are the most important assets in an organization. Recruitment and Selection is an important function of personnel management. The overall aim of the recruitment and selection process should be to obtain at minimum cost the number and quality of employees required to satisfy the human resource needs of the company.

The three stages of recruitment and selection :



1. **Defining Requirements** : Preparing job descriptions and specifications; deciding terms and conditions of employment;
2. **Attracting Candidates** : Reviewing and evaluating alternative sources of applicants, inside and outside the company, advertising, using agencies and consultants.
3. **Selecting Candidates** : Shifting applications, interviewing, testing, assessing candidates, assessment centers, offering employment, obtaining references; preparing contracts of employment.

Recruitment

Recruitment is the generation of applicants for specific positions. In human resource management, "recruitment" is the process of finding and hiring the best and most qualified candidate for a job opening, in a timely and cost-effective manner. It can also be defined as the "process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization".

Recruitment provide the information required to post vacancies on the company's website or the internet, draft advertisements, brief agencies or recruitment consultants and assess candidates by means of interviews and selection tests.

Definitions

“ **According to Dale Yoder** "Recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employ effective measure for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working forces"

According to Edwin B Flippo "Recruitment is defined as the process of searching for prospective employees and stimulating them to apply for jobs in the organization."

According to Robbins "Recruiting is the discovering of potential candidates for actual or anticipating organizational vacancies"

Thus Recruitment include identifying sources of potential employees, informing people of job opening and attracting applicants who have the requisite qualification to perform the job.

A person specification, also known as a recruitment or job specification, defines the knowledge, skills and abilities (KSAs) required to carry out the role, the types of behavior expected from role holders (Behavioral competencies) and the education, qualifications, training and experience needed to acquire the necessary KSAs.

The specification is set out under the following headings:

- **Knowledge** : What the individual needs to know to carry out the role.
- **Skills and Abilities** : What the individual has to be able to do to carry out the role.
- **Behavioral Competencies** : The types of behavior required for success.

Characteristics of Recruitment

- Man Power Planning
- Two way process (the person who is recruiting and the recruitee who is to be recruited)
- Make possible necessary acquire of persons for continued functioning of the organization.
- Pervasive function as all organization required recruitment process.
- It is linking activity which brings together recruitee and recruiting.



DID YOU
KNOW ?

The objective of the recruitment is to provide qualified candidate for suitable job which can lead to greater productivity, better wages, high morale, reduce labour turnover.

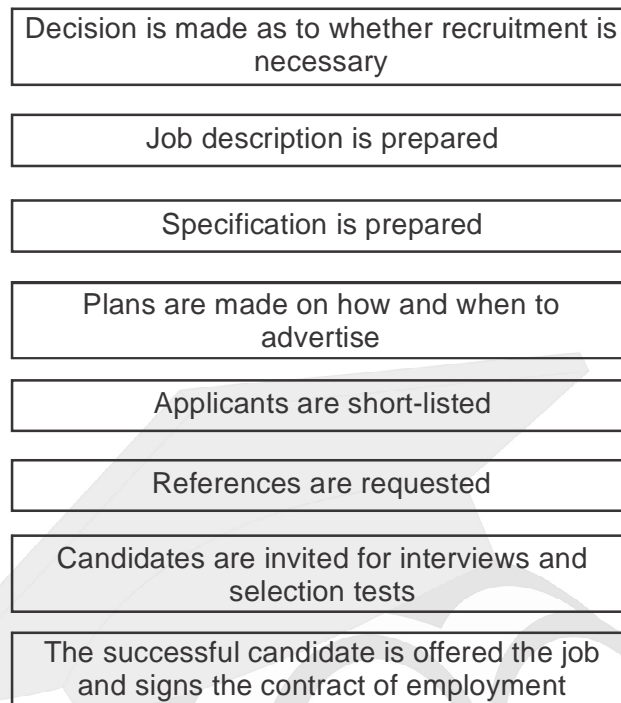
Need of the recruitment arises out of the followingsituations:

- *Vacancies created due to expansion, diversification and growth of business.*
- *Due to transfer, promotion, retirement, termination and death.*
- *Due to business arising.*
- *Due to Normal Population growth which require increase goods and services.*

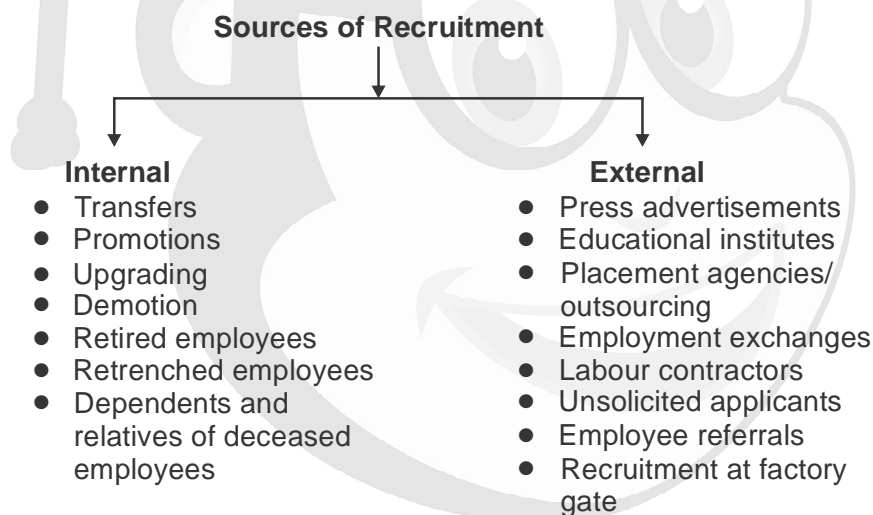
Eduncle.com

Steps of Recruitment

Steps Of Recruitment Process



Sources of Recruitment



(A) Internal Sources

(i) Transfer : Transfer involves shifting of persons from present jobs to other similar jobs. These do not involve any change in rank, responsibility or prestige. The numbers of persons do not increase with transfers.

(ii) Promotions : A promotion means appointing an employee to a position of greater responsibility. A person going to get a higher position will vacate his present position. Promotion will motivate employees to improve their performance so that they can also get promotion.

(iii) Upgrading : Upgrading means appointing an employee to higher position of same responsibility.

(iv) Demotion : Demotion is the reverse of promotion. It is the downward movement of an employee in hierarchy with lower status, salary and decreased responsibilities. It is generally

used as a punitive measure for incompetence or a preliminary step to dismissal. It is a downgrading process where the employees suffer considerable emotional and financial loss.

(v) Retired Employee : The retired employees may be given the extension in their service in case of non-availability of suitable candidates for the post.

(vi) Retrenched Employee : Employees retrenched due to lack of work are given employment by the organization due to obligation, trade union pressure etc. Sometimes they are re-employed by the organization as a token of their loyalty to the organization or to postpone some interpersonal conflicts for promotion.

(vii) Depended and Relative of Deceased Employee : Dependents and relatives of deceased and disabled employees may also be hired.

(B) External Sources

(i) Press Advertisement : Advertisements are the most popular and very much preferred external source of recruitment. The job vacancy is announced through various print and electronic media with a specific job description and specifications of the requirements. However this method may bring in a large number of applications from unsuitable candidates. This may waste much time and efforts.

(ii) Educational Institutes : Direct recruitment from educational institutions for certain jobs (i.e. placement) which require technical or professional qualification has become a common practice. School, colleges and Universities at all level offer opportunities for recruiting recent graduates. This source is known as campus Recruitment. This method provides well qualified engineers, medical staff, pharmacists, chemists, MBA, computer programmer etc.

(iii) Placement Agencies/Outsourcing : Placement agencies/ Outsourcing are a good external source of recruitment. Employment agencies are run by various sectors like private, public, or government. It provides unskilled, semi-skilled and skilled resources as per the requirements of the organization. A databank of candidates is sent to organizations for their selection purpose and agencies get commission in return.

(iv) Employment Exchange : Employment Exchange provides information about Job Vacancies to the job seekers and helps employers in finding suitable candidates. The employment exchange act 1959 it has become obligatory for public and private business concerned to fill certain type of vacancies through employment exchange.

People register themselves with government employment exchanges with their personal details. According to the needs and request of the organization, the candidates are sent for interviews.

(v) Labour Contractor : The contractors keep themselves in touch with the labour and bring the workers at the places where they are required. They get commission for the number of persons supplied by them.

(vi) Unsolicited Applicants : Candidates apply to organization of repute for jobs almost continuously. Such casual applicants are called "Walk ins." These interviews are declared by companies on the specific day and time and conducted for selection.

(vii) Employee Referrals : Present employees of a concern may also recommend friends or relatives for jobs. Hence some companies encourage their existing employees to assist them in getting applications from persons who are known to them.

Here an organization receives a qualified candidates without cost and recruiting search. Sometime this type of sources may lead to nepotism and this is also known as "word of mouth".

(viii) Recruitment at Factory Gate : Certain workers present themselves at the factory gate every day for employment. This method of recruitment is very popular in India for unskilled or semi-skilled labour. The desirable candidates are selected by the first line supervisors.

This is used in case of *badli or substitute* workers. It means these may be employed whenever a permanent worker is absent.

(C) Others External Sources

(i) Professional Bodies : Professional bodies or institutions maintain a register of qualified persons from which they recommend the names of the job seekers to the employers. Many trade associations or professional societies publish journal, newsletters or magazines in form of advertisement for job opening.

(ii) Raiding : Some employers keep their eyes on promising candidates working in competitive firms. They offer a better deal in order to induce them to switch. Such efforts are known as riding.

(iii) Waiting List : Waiting list is a list of past applicants who are not selected earlier may be maintained.

(iv) Vocational Guidance Counselors : Many vocational guidance counselors who assist individuals in selecting careers compatible with their abilities, interests and personalities. Employers make contacts to these counselors for employment.

(v) Casual Callers : Those personnel who casually come to the company for employment may also be considered for the vacant post.

Methods and Techniques of Recruitment

(a) Direct Methods : In this method, the representatives of the organization are sent to the potential candidates in the educational and training institutes. They establish contacts with the candidates seeking jobs. Such direct methods are :

- Employee Contact
- Campus Interview
- Waiting List
- Live register of job seekers
- Locate interview
- Calling Interview

(b) Indirect Method : In this method Organization used employment data or give advertisement in newspaper, journals and radio television. This method is useful when :

- Organization does not find suitable candidates to be promoted to fill up the higher posts.
- When the organization wants to reach out to a vast territory, and
- When organization wants to fill up scientific, professional and technical posts.

(c) **Third Party Method** : These include the use of private employment agencies, management consultants, professional bodies/associations, employee referral/recommendations, voluntary organizations, trade unions, data banks, and labour contractors etc., to establish contact with the job- seekers.

Selection

Selection is the process of choosing people by obtaining and assessing information about the applicants with a view to matching these with the job requirement. It involves screening and testing of candidates.

In other words, selection means weeding out unsuitable applicants and selecting those individuals with prerequisite qualifications and capabilities to fill the jobs in the organization.

Definition

“ According to Keith Davis "Selection is the process by which an organization choose from a list of screened applicants, the person or persons who best meet the selection criteria for the position available"

According to Dale Yoder " Selection is the process by which candidates for employment are divided into two classes - those who will be offered employment and those will not"

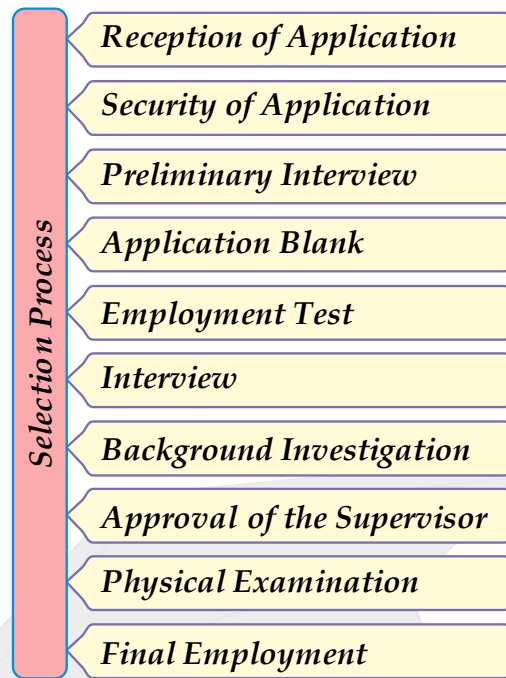
Thus Selection is the process by which an organization choose from a list of screened applicants the person or persons who best meet the selection criteria for the position available"

Selection Process

The selection process starts immediately after recruitment. Employee Selection is the process of putting right men on right job. It is a procedure of matching organizational requirements with the skills and qualifications of people. Effective selection can be done only when there is effective matching. By selecting best candidate for the required job, the organization will get quality performance of employees. Moreover, organization will face less of absenteeism and employee turnover problems.

By selecting right candidate for the required job, organization will also save time and money. Proper screening of candidates takes place during selection procedure. All the potential candidates who apply for the given job are tested.

Eduncle.com



1. Reception of Application : The selection process starts when the applicants come to the employment office of the company. This application contains the candidate data such as age, qualification, experience, etc. This information helps the interviewer to get the fair idea about the candidate and formulate questions to get more information about him.

2. Scrutiny of Application : All applications received are scrutinised by the personnel department. The shortlisting criteria could be the age, sex, qualification, experience of an individual who do not fulfill required qualification in order to eliminate those application. Once the list is prepared, the qualified candidates are called for the interview either through a registered mail or e-mails.

3. Preliminary Interview : The preliminary interview is also called as a screening interview wherein those candidates are eliminated from the further selection process who do not meet the minimum eligibility criteria as required by the organization. It is carried out by junior manager across the counter or at the reception office. Through this interview the personality of the candidate can be evaluated immediately.

4. Application Blank : It is an application form to be fulfilled in by candidate who clears the preliminary interview which help for collecting information from candidates.

5. Employment Test : In order to check the mental ability and skill set of an individual, several tests are conducted. It is simple measurement of candidate job related abilities and skills which are based on the assumption that persons differ in intelligence, knowledge, skills and motivation.

Various type of test is used for personnel Selection such as :

- Intelligent Test
- Aptitude Test
- Achievement Test
- Knowledge Test
- Performance Test
- Dexterity Test (Discover the ability to use the different parts of body in a co ordinated manner)
- Situational Test

6. Interview : *It is a one to one interaction between the interviewer and the potential candidate.* It is used to find whether the candidate is best suited for the required job or not. But such interviews consume time and money both. Through an interview, it is easier for the employer to understand the candidate's expectations from the job and also his communication skills along with the confidence level can be checked at this stage.

Employment Interview may be of various types :

- (a) **Depth Interview :** In Depth Interview focus on more detail on particular subject of an important nature.
- (b) **Group Interview :** A group interview is an interview technique in which several candidates are interviewed simultaneously for similar positions. To be successful, group interviews must be well planned and executed. The plan also needs to outline the company objectives and purpose for using a group interview strategy.
- (c) **Stress Interview :** A candidate may be asked repeated difficult or seemingly inappropriate Interview question, be subjected to testing, face multiple Interviewers simultaneously or sequential interviews, or subject to a long wait or being spoken to rudely.
- (d) **Planned Interview :** In this type of Interview has a set of specific questions to be asked. It is also called "structured patterned" or Guided Interview.
- (e) **Panel or Board or Round-Table Interview :** Panel interviews are interviews at which multiple interviewers are present. Panels typically consist of **two to five people**, though in some instances there may be more. There's often one person who "leads" the interview, though all who are present are important.
- (f) **Non-Directive Interview :** Nondirective interview is an interview in which questions are not prearranged. Unstructured or nondirective interviews generally have no set format.

7. Background Investigation : This step is used to check accuracy of application form through former employers and references. Verification of education and legal status to work credit history criminal records is also made. Personal reference checks may provide additional insight into the information furnished by the applicant and allow verification of its accuracy.

8. Approval of the Supervisor : In this stage a third interview conducted by the line supervisor to approve the work qualities of the candidate.

9. Physical Examination : All those applicants who have passed above stages they are passed physical examination which should approved by medical officer. Substance Abuse Screening because drug abuse is a serious problem for employers, it is common practice for most employers to conduct drug screening just before employees are formally hired.

10. Final Employment : The next step in selection process is job offer to those applicants who have crossed all the previous hurdles. It is made by way of letter of appointment with mention salary, job conditions, joining date and grade pay.

Placement

Placement is the process of assigning a specific job to the candidates selected by management. It implies matching the requirements of a job with the qualifications of a candidate. It is referring to assigning rank and responsibilities to an individual, identifying him a particular job. Proper placement helps to improve employee morale and reduce employee turnover, absenteeism and accidents.

Induction

Induction is the task of introducing the new employees to the organization and its policies, procedures and rules. During this time, the new employee is provided with information about the company, its history its current position the benefits for which he is eligible, leave rules, rest periods, etc.

Induction is a necessary part of the selection process. It is essential because the newcomer may feel insecure, shy, nervous and frustrated. Absence of information, lack of knowledge about new environment, behavioral variations complicate the matters further. Induction helps the employees to gain acquaintance with the colleagues.



Eduncle.com